

Case study - LAG NAD ORLICÍ (Check Republic)

Original

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LAG NAD ORLICÍ (Check Republic)

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A. Summary table

LAG name	NAD ORLICÍ, o.p.s.
Lead partner: NAD ORLICÍ, o.p.s.	LAG director
Kostecké Horky 57 51741, Kostecké Horky, Czech Republic	Martina Lorencová, Director martina.lorencova@nadorlici.cz

LAG financial structure	Main European Structural and Investment Fund	Part of another territorial delivery mechanisms
Multi-fund	ERDF	-

	CCI number	Financial allocation (EUR)	Priority axes concerned	Programme Thematic objective(s) concerned
European Regional Development Fund (ERDF) Programme	2014CZ16RFOP002	2,592,587	PA 4 Community - Led local development	9
European Social Fund (ESF) Programme	2014CZ05M9OP001	428,099	PA 2 Social Inclusion and Combating the Poverty	9
European agricultural fund for rural development (EAFRD)	2014CZ06RDNP001	835,350		

LAG Strategy				LAG Implementation Current situation (June 2017):
Population covered by the strategy	Specific thematic focus and challenges of the strategy	Specific territorial focus of the strategy	Specific social target of the strategy	
51,284	Economic development Social inclusion Access to services	Mainly focused on rural development / rural areas	Tackling social exclusion and unemployment	Launch of call for projects

B. Strategy

B.1. Area of the CLLD

a. Area and population covered by the strategy

The territory of LAG NAD ORLICÍ is located in NUTS 2 Northeast (code CZ05), according to NUTS 3 in the Regions of Hradec Králové (35 municipalities) and Pardubice (23 municipalities). According to LAU 1, it intervenes in the districts of Rychnov nad Kněžnou (23 municipalities), Ústí nad Orlicí (22 municipalities), Hradec Králové (12 municipalities) and Pardubice (1 municipality).

From the point of view of administrative division, LAG's area is located in the territory of 7 municipalities with extended competence: Vysoké Mýto (20 municipalities) Kostelec nad Orlicí (19 municipalities), Hradec Králové (12 municipalities), Rychnov nad Kněžnou (3 municipalities), Ústí nad Orlicí Municipalities) Holice (1 village) and Dobruska (1 village).

The local action group NAD ORLICÍ consists of 58 municipalities (4 of them with status of the city) where 137 territorial units - municipalities, towns and settlements are defined according to the territorial identification register. Most of the area have rural character. The axis of the area is the river Orlice, resp. Tichá a Divoká Orlice and then "connected" Orlice.

It is a homogeneous area with similar geographic, demographic, social and economic features, and many links in historical development - ancient landscapes, dominions and links to traditional communications.

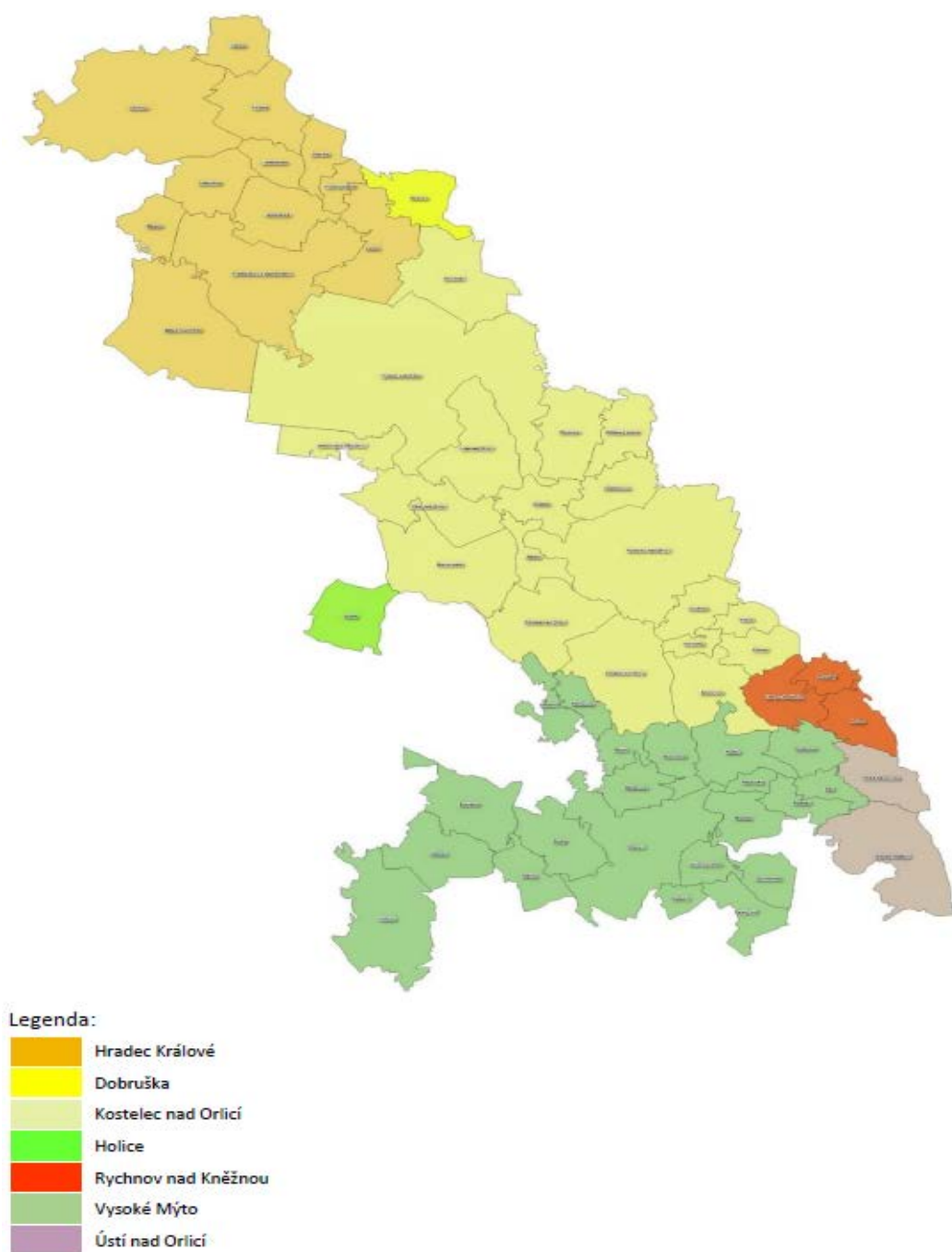
In the territory there is a crossing of the slope, the interconnection of social ties and the boundaries of regions are largely linked (including the use of services in municipalities, the use of rural schools, etc.). Some municipalities of Rychnov n. K. are now largely bound to Choceň (given the importance of this railway and industrial node), while a large part of the territory is naturally bound to the nearby Hradec Králové.

LAG NAD ORLICÍ works in 58 villages, and in 15 of them there are less than 199 citizens (26%), 26 villages have between 200-499 citizens (45%), 9 of them has between 500-999 citizens, 4 villages have between 1000-2999 citizens (7%) and 4 have more than 3000 citizens (7%).

Most citizens (53% of whole region) lives in four significant cities- Třebechovice pod Orebem (5786 citizens), Kostelec nad Orlicí (6 172 citizens) Týniště nad Orlicí (6 121 citizens). The number of residents in territory of MAS NAD ORLICÍ lately reports slight increase (in 95% of villages). This increase is caused on one hand by new-born, but on the other hand also by migration: since 2001, in-migration is constantly higher than outmigration. Biggest flow of immigrants were marked especially in villages around Hradec Králové, which prepared building parcels.

Technical buildings and educational provision in the MAS NAD ORLICÍ territory are sufficient. Small fluctuations in capacity of preschools are manageable without any more investments. Coverage of primary schools, special schools and art schools is satisfactory.

During public meetings, some requests about alternative education were emerged as well as for different attitude of teaching. More flexibility would be desirable in apprenticeship offer and study fields of high and apprentice schools.



Picture n. 1: Map of the area interested by the LAG NAD ORLICÍ's SCLLD – Municipalities and their affiliation to a Municipality with extended competence

b. Development needs and potential of the area

STRONG

- S1** High activity of associations and their flexible reacting to needs of citizens
- S2** Colourful association, live and volunteer work
- S3** Expansion of local production
- S4** Above average residential building

WEAK

- W1** Non-conceptive and closed municipalities work
- W2** Insufficient cooperation of villages
- W3** Small flexibility of solving actual problems (supporting of entrepreneurs, etc.)
- W4** Neglected background for schools, culture, sport and providing of community services
- W5** Inflexible offer of study fields, apprentice schools and other education for adults
- W6** Insufficient offer of alternative education
- W7** Few social apartments
- W8** Dominance of unsustainable electricity production
- W9** Low usage rate of brownfields

OCASIONS

- O1** Advantageous position of region
- O2** Orlice (river)-use of her qualities for locals and for expansion of tourism
- O3** Appropriate climate for agriculture and recreation
- O4** Slight increase of residents
- O5** Nearness of nature
- O6** Sufficient own resources
- O7** Stable situation of ownership of land

THREATS

- T1** Unsatisfactorily relationships between residents
- T2** Passivity, low interest of doing business
- T3** High administrative burden of municipalities
- T4** Possible lack of qualified managers, technicians or craftsman
- T5** Lots of tourist areas,-difficult destination management
- T6** Few cultural or natural points of interests with supra-regional meaning
- T7** Danger of floods and torrential rains in 40 villages
- T8** Administrative disunity of MAS NAD ORLICÍ's territory

According to SWOT analysis, the SCLLD proposed the following steps:

- Make operations of municipality and cooperation with citizens more efficient;
- Lead residents of territory to higher work activity, independence, courage and responsibility for their life-quality;
- Improve quality of services and education;
- Support activities of and existing and future self-employees, support awareness of diversification of local economy;

- Usage of advantage of environment to expand tourism and improve recreation of residents but preserve value of nature;
- Strive for new solutions on field of sources and usage of energy.

B.2. Strategy of the CLLD

a. Thematic scope of the strategy

Strategy is not focused only on one specific objective, but it is focused on several, interconnected objectives, that are developed only according to local needs and potential results of socio-economic research and consultation with third-party. Opinions of interested parties are foundational because they defines tailored priorities and goals.

The strategy is to support growth of the urban-rural area through a series of projects, new forms of education, supporting finance flow to region and supports and encourages mutual inter-sector partnership between entrepreneurs, public administrative, and non-profit sector. Cooperation is not only the main method of strategy realization, but also it is a key to future expansion and success of future projects.

Purpose of strategy is also education of every participant of the process, and especially because we want the impulses, topics and project to come from below, from the territory. So the potential of territory of the LAG would grow and active applicants would not be forced to subordinate their activities to non-respectful rules given by visions from above.

b. Objectives of the strategy and their priorities

STRATEGIC GOALS SPECIFIC GOALS

1. To strengthen self-confidence, comity and openness of local community
 - 1.1 Rise activity and openness local administrative
 - 1.2 Rise colourfulness and dynamism of social life
 - 1.3 Strengthen identity and solidarity of residents and region
2. Rise of quality and availability of community services and education
 - 2.1 Better quality and availability of social, medical and community services
 - 2.2 Better quality, diversification and modernisation in education
 - 2.3 Support of lifelong education
3. Strengthen of interdependence and diversity
 - 3.1 Rise of economic independence and diversity of local economy
 - 3.2 Expansion of different forms of employment and qualification of residents

- 3.3 Rise of offer of consumption of regional products and services and their marketing
- 3.4 Growth of gentle and local-oriented tourism and business
- 4. Improve quality of environment
 - 4.1 Conceptual and modern environment in villages for living and active live
 - 4.2 Better usage of countryside and culture inheritance for active live of residents
 - 4.3 Improve sustainability of and safety of local transport and availability of services
 - 4.4 Care for diversity and stability of countryside
- 5. Reduction of energetic dependence and sustainable use of local sources
 - 5.1 Reduction of energy intensity of live in region
 - 5.2 Sustainable usage and preservation of natural sources
 - 5.3 Improving of environmental responsibility and applying gentle and sustainable tools in production and consumption

c. Targets and results

The LAG will monitor the progress and the quality of the implementation of the local development strategy in accordance with the financial indicators, the performance indicators and the result indicators. For each of the measures included in the Strategy, the unit of measure and the objective of achieving the relevant indicator by 2023 are defined, as well as the sources of information.

B.3. Place-based approach

a. Territorial coherence

The territory of the LAG NAD ORLÍČÍ was established on the basis of the natural needs of the inhabitants and the region based on their original links and gradients. The mutual cooperation of the LAG population confirms that these inhabitants have common goals and activities.

b. Legacy with previous experiences

Local action group NAD ORLÍČÍ, with statute of PUBLIC BENEFIT ORGANISATION was established in early 2007. It was registered 12th April 2007 in the register of PBO, which is maintained by regional court in Hradec Králové, section O, part 153. In spring 2007 there negotiations started with the municipalities of Kosteletsko, Třebouchovicko and Choceňsko about the possibility to join the activities of the LAG. Three working areas were created: Krajina nad Orlicí, Lidé nad Orlicí and Rozvoj nad Orlicí.

Since its establishment, LAG became immediately active. During the first general meeting, which were held on 9th of March 2007, the statute, the authorities and the strategy of LAG were approved. Also, the election of authorities and appointment of manager were held. At the same time, there were meetings

with people, seminars and visits of partner LAGs. After declaration of program LEADER ČR 2007, the LAG decided to join it, experiencing the principals and the methods in order to gain some experiences. LAG has succeeded with project Mosty nad Orlic-cesty k rozvoji venkova. There were 7 projects supported by entrepreneurs, 1 by a non-profit organisation and 1 by a municipality. The intensity of work on Strategic plan LEADER was gradually increasing. For this purpose, general public was involved. According to ISÚ, there were 6 working groups created. Then, additional sectoral working groups took place: working group of women, young people, farmers, owners of forest.

C. Management

C.1. Financial structure

a. Budget

The SCLLD is supported by the European Agricultural Fund for Rural Development, the European Regional Development Fund and the European Social Fund.

The Strategy includes measures that meet the objectives and are funded from the following programs involved in the CLLD approach:

1. Rural Development Programme 2014-2020 and Regulation (EC) No 1305/2013
2. Operational Programme "Integrated regional operational program" 2014-2020
3. Operational Programme "Operational Programme Employment" 2014-2020

Each measure is planned to be funded by only one programme (according to the table below), with no co-financing possibilities for a single measure by multiple funds / programmes. Such ideas were discussed during public events with stakeholders on LAG territory, but given the limitations in the legislative sphere, the so called "cross-measures" were not included.

Program of rural development

<u>Name Fiche</u>	<u>Allocation</u>
PRV1- Education for business	19 148,00 Euro
PRV2- Support for local agriculture	148 148,00 Euro
PRV3- Expansion of local production	148 148,00 Euro
PRV4- Roads in countryside	37 037,00 Euro
PRV5- Expansion of countryside agriculture	222 222,00 Euro
PRV6- Forest for relax	166 666,00 Euro
PRV7- Supporting forestry technologies and wood working	80 247,00 Euro
PRV8- Entrepreneurs cooperation	111 111,00 Euro
PRV9- Supporting local sales	111 111,00 Euro
PRV10- Projects of cooperation of LAG NAD ORLICÍ	49 510,00 Euro
Total	1 087 186,-Euro

Integrated regional operational program

<u>Name Procurement</u>	<u>Allocation</u>
IROP 1 - Safe road to school and to work	370 370,00 Euro
IROP 2 - By the bike to school or to work	185 185,00 Euro
IROP 3 - Quality social services	370 370,00 Euro

IROP 4 - Community centres	555 555,00 Euro
IROP 5 - Social apartments	111 111,00 Euro
IROP 6 - Background for quality business	111 111,00 Euro
IROP 7 - Quality education in schools	518 518,00 Euro
IROP 8 - Interesting lifelong education	296 296,00 Euro
IROP 9 - Territorial development document	22 888,00 Euro
Total	2 541 407,00 Euro

Operational program employment

<u>Name Procuration</u>	<u>Allocation</u>
OP Z 1 - Social services and social inclusion	148 148,00 Euro
OP Z 2 - Employment	74 074,00 Euro
OP Z 3 - Social business	74 074,00 Euro
OP Z 4 - For Family procurement	175 926,00 Euro
Total	472 222,00 Euro

b. Running costs and animation

The LAG is a non-profit organisation with no own resources to financing its activities.

LAGs in Czech Republic are financed for the 95% by integrated regional operational program, priority axis 6.4. Community led local development. The allocation was decided by the managing authority according to size of territory, number of residents, number of schools and number of operational programs.

Expenditure will be enough for 2 or 3 employees and overheads of LAG. The co-financing of 5% covered by membership fees, allows small municipal costs.

C.2. Administrative structure

a. Local Action Group

By creating partnership on local level, LAG NAD ORLICÍ fulfils one of the basic principles of method LEADER. LAG NAD ORLICÍ in 2015 had 56 members/partners, divided to five groups of interest: Public administration (27 members), Non-profit organisations (10 members), Business and craft (6 members), Tourism (4 members) and Agriculture (9 members). Number of participants is increasing, except for the year 2011, when there was a change and revitalization of memberships, so the members were active subjects. In 2012, there was a significant increase of number of members mainly because of expanding LAG territory to 12 more villages. In years 2013 and 2014, memberships were stabilized.

Members elect 3 main authorities: Selection committee, in charge of project selection, Program Committee, in charge of allocations and procurements approval, and the management of the timetable; monitoring committee, which supervises the implementation of projects.

b. Networks and Cooperation

LAG is part of national network of Local action groups of Czech Republic. This organisation provides communication with control authorities, feedbacks, promotes the interests of LAG and of the countryside, coordinates education of LAG employees within Královehrdecký region, and supports exchange of experiences on regional projects.

D. Implementation

The strategy of LAG NAD ORLICÍ has been developed with a wide public participation. In the initial stage of the preparation of the Strategy, the stakeholder groups were identified. They took an active part in the surveys, meetings and information events and shared their views on the problems and needs on the territory of the three municipalities and presented their ideas on the main priorities which the Strategy should aim at and the measures it needs to include.

The stakeholders were identified on the basis of their role in the drafting the Strategy:

- Potential future beneficiaries of projects under the Strategy, who contribute with their views on the main needs and problems of the territory, propose priorities and measures to be included in the Strategy and express interest in the future application aiding us with the determination of the implementation potential of each measure;
- Partners in the preparation of the Strategy, who provide background information for its development, participate in the discussions regarding the problems and needs of the territory and give opinion on the feasibility of the measures which would be included in the Strategy without being potential beneficiaries.

All stakeholder groups were involved in the process of elaboration of the Strategy by participating in the information and consultation meetings and public discussions. As a result, the priorities and objectives of the Strategy were identified. The views of all stakeholders were thoroughly explored, summarised and reflected in the final version of the Strategy.

Local authorities have been involved in the process by providing an up-to-date statistical information necessary for the preparation of the analysis regarding the Strategy, as well as by participating in meetings and delivering opinions on the adequacy and feasibility of the proposed measures without being potential beneficiaries.

The local governments, i.e. municipal councils and municipal officials took an active part in the public events and discussions held by the LAG. The final version of the SCLLD was approved by the municipal councils of the three municipalities as well as by the local community representatives included in the LAG General Assembly.

D.1. Strategy design

a. Strategy design

Methods of elaboration of SCLLD were chosen in order to reach the following goals:

- Involvement of the widest spectrum of residents possible (by age, by interests, by profession groups - poll was distributed to every household in region);
- Various forms of participation (electronically, in writing or in person);
- Various degree of involvement (in writing, by participation on meetings or by working in work groups);
- Gaining information about territory, according to which it will be possible to create real plan for viable expansion of territory;

- To fulfil the base principle of LEADER.

Impulses, data and information gained in form of public meetings, survey of citizens, survey research in municipalities, involving professionals in working groups, collecting project intentions and by processing statistical data were used both in the analytical and the strategical part of the document.

During the processing of the strategy, there were used methods of public meetings, controlled discussions with mayors, activities of working groups and collection of project intentions.

Even if the LAG NAD ORLICÍ and her regional manager made grate efforts, the participation on **public meeting** was not too big due to number of residents living in the territory. However, those who participated were actively involved, and their knowledge about the region constituted an interesting impulse to discussion. Some participants were thereafter involved in working groups that processed the results of the public meetings and prepared them for further discussion.

Citizen Survey gave us interesting information about quality of life of citizens of territory of LAG NAD ORLICÍ, about their priorities and way of thinking. It is good addition to quantitative data from other sources. Its results also helped to confirm or exclude hypotheses or assumptions that emerged through public meetings, controlled discussions with mayors and councillors, and from discussions in working groups.

The partial results will be referenced in analytical and strategical parts of this document.

Controlled discussions with mayors have proved to be difficult to organise. To give respondents as much space as possible, the survey contains lot of open questions. This on one hand caused processing of survey to be more difficult, but on the other hand showed matters that we probably would not assumed. Thanks to controlled discussions, we obtained colourful image of region and his needs from the perspective of representatives of municipalities, same as we had a possibility to find out tendencies and directions of each individual municipality.

There were 6 meetings of working groups in total in office of LAG NAD ORLICÍ. During those meeting, public meetings, survey results and results of discussions were analysed and results of statistical researches were discussed. Main task of work groups was verification of priorities for individual areas and determination of base directions of fulfilling them. In case of need, those participants were contacted by mail or by phone.

Collection of project intentions had quite low response. Knowing that, institutions and people are overloaded with information, reporting requirements and translating statistics, it worth pointing out decreasing interest in financing through projects. The reason is high administrative burden associated with realization of project, concern about sustainability requirements (many of them already have bad experience) or just high rate of satisfaction with state of thing.

b. Support and guidance

Control authority provided only requirements about the strategy structure that LAG had to observe, and no methodical support.

D.2. Strategy implementation

a. Implementation progress

Strategy of LAG was approved in April 2017, but since early 2017 we were prepared to consult individual challenges with control authorities. On 30th August 2017 we announced 3 challenges, two of them already ended and projects are being selected.

Projects are mostly focusing on local economy and quality of school background. Until the end of the year 2017 we are planning to announce 5 more challenges focused on social area and traffic.

Major problems:

- Strategy approval took 13 months;
- System for submission of applications is no-functional;
- Controlling authorities of Integrated regional operational programme are unprepared and unwilling to cooperate;
- Controlling authorities have divergent interpretation of the rules;
- Excessive bureaucracy - for example, you need 40 pages of study to run project with a budget of 11 000 Euro.

b. Animation and participation

The community is involved through workshops and committees. The LAG cooperates with municipalities, schools, non-profit organisations.

In the spring 2017, we organised a conference "Cesta ke škole 21.století" for pedagogues. We are also preparing festivals of local economy.

However, due to the heavy bureaucracy, there is less space for those activities.

c. Monitoring system

LAG will be perform medium term final evaluation, and we also have monitoring committee LAG, that is monitoring expediency of realized projects. Due to high number of indicators established by controlling authorities, we did not established our own indicators.

E. Added values and constraints

a. *Added value and bottlenecks*

Despite the major obstacles and limitations for individual procurements that the controlling authority gave us, and which were set centrally, we see great potential of the method LEADER, which takes needs of people from territory. We are trying to build cooperation between mayors, entrepreneurs, Non-profit organisations, local producers and actors of local economy.

b. *Multiple targets*

Within the framework of LAG NAD ORLICÍ, there is no possibility to grant money for integrated project proposals, which give an opportunity to present project ideas combining resources from different sources. There are no limitations on the number of projects implemented by an applicant under the SCLLD. If an applicant is eligible under measures funded from different sources, he / she may submit project proposals under the respective measures and to implement the projects if he / she has the necessary capacity.

c. *Adequacy*

Strategy and allocation of resources were decided with participation of general public, so we can establish individual goals and priorities. Of course, there are lots of projects and needs, that cannot be solved by LAG challenges and region sees lot of potential areas of application.-Examples are the support for non-profit organisations, nature and water management in countryside, community building, local agriculture, village schools.

d. *Good practices*

- Active involvement of the community in strategy making for their territory.
- Support and co-working on strategy in individual municipalities as a way to teach municipal management to cooperate with non-profit organisations.
- Support and connecting local producers with restaurants and canteens.
- Support of local heritage - for example mapping small monuments, growing of traditional trees, etc.